



TERRITORIAL VALUES SURVEY



Facilitator's Guide - 2026 Results

Overview

This facilitator's guide is designed to support you as you walk through the *Territorial Values Survey Results Summary* and provide questions to help explore what the results mean in your specific context.

The way you present and discuss the results may vary depending on your setting and group size, whether you are meeting with a large virtual team or perhaps a small congregation. Use the information and discussion questions in whatever way works best for your context to encourage meaningful engagement, reflection, and collaboration.

The guide includes:

- An overview of each section in the *Territorial Values Survey Results Summary*
- Reflection questions for each section
- Additional strategy-based discussion questions to help further explore the results
- Questions to help you think about and determine next steps

You can download the *Territorial Values Survey Results Summary* at salvationist.ca/valuessurvey.

If you need support with facilitating a presentation or discussion in your ministry unit or department, or if you have questions, please contact Emily MacFarlane at emily.macfarlane@salvationarmy.ca.

Background

Since 2014, The Salvation Army, Canada and Bermuda Territory, has used the Territorial Values Survey to measure values alignment across the territory. The survey gives mission partners a structured way to share their perception of the organizational culture and how they fit into it.

The survey gives voice to our lived experiences, perceptions, and concerns. It also empowers mission partners to help shape the future of the organization by providing leaders with meaningful insights about the culture. This helps ensure any resulting actions taken respond to real needs and concerns.

You can download results from previous years at salvationist.ca/valuessurvey.

Before the Meeting

Decide on the setting and timing for your presentation and discussion. For example, you may choose to share the results during a virtual staff meeting or set aside 30 minutes after a Sunday morning service.

Think about whether you would like to pause for discussion throughout the presentation or save questions and conversation until after you have reviewed all the results. Remember to celebrate strengths, as well as look at what can be improved.

Make sure everyone has a copy of the *Territorial Values Survey Results Summary*.

Walking through the Results Summary

Demographics

This year, 946 mission partners participated in the Territorial Values Survey!

Responses were received from every division across the territory, including officers, employees, church members, and volunteers.

While this represents only a small percentage of the territory, it provides a meaningful snapshot of perspectives across different roles, types of ministries and departments, lengths of service, and age groups.

In addition to the *Territorial Values Survey Results Summary*, each division will receive a summary of their own responses. There will also be summaries organized by role (Officer and Employee).

Top 10 Results

The top ten results show which values received the most votes for each survey question. These results are grouped into three categories: personal values, current culture values, and desired culture values.

Personal Values:

The values that best reflect who you are right now. Think about the qualities that truly represent you — the ones you bring to The Salvation Army each day.

Current Culture Values:

The values that, based on your experience, best reflect how The Salvation Army currently operates in your local context.

Desired Culture Values:

The values that you believe are most important for The Salvation Army to reach its full potential in your context.

Reflection Questions:

1. As you review the top current culture values, what stands out to you most? In what ways do these values support our mission and vision?
 2. Hierarchy and bureaucracy are among the top current culture values. How do you think these values affect our ability to carry out our mission effectively?
 3. When you look at the desired culture values, where do you see a desire for growth or transformation? What changes would you like to see in our culture moving forward?
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Evolution of Alignment

Values alignment is reflected in a workplace culture where daily actions and decisions consistently demonstrate our territorial core values. It is seen when mission partners feel connected to the mission and engaged in the work they do.

One way the Territorial Values Survey helps us measure values alignment is by identifying “matches” between the top ten values in each category. When the same value appears on more than one list, it shows alignment. In general, the more matches there are, the stronger the culture alignment.

This year, there are four matches between the top personal values and the top current culture values: accountability, caring, Christ-centred, and faith. This suggests strong alignment between what matters most to mission partners and what they currently experience in the workplace.

There are also five matches between the top current culture values and the top desired culture values: accountability, Christ-centred, community involvement, faith, and teamwork. This shows strong alignment between the current culture and the values that mission partners believe are important for the organization to thrive.

Three of these values, accountability, Christ-centred, and faith, appear in the top results across all three categories. This is an encouraging sign of alignment and contributes to a shared sense of purpose across the territory.

Reflection Questions

1. How do people experience these values? Are these matches evident in your ministry context?
2. What trends or patterns do you notice in the values matches from 2018 to 2026?

Personal & Current Culture Matches	Current & Desired Culture Matches	Personal, Current & Desired Matches
Accountability Caring Christ-centred Faith	Accountability, Christ-centred Community involvement Faith Teamwork	Accountability Christ-centred Faith

Top 20 Expansive View

The expansive view identifies the twenty values that received the most votes for each survey question. This gives additional insight into the values that are becoming more noticeable in the culture and may eventually appear in the top results. Depending on the values, this could point to positive developments or areas of concern.

Reflection Questions

1. Looking at the expanded current culture values, which ones stand out as values you would like to see strengthened in the culture? What steps could help embed these values more deeply in everyday practice?
2. Are there any values appearing in the expanded current culture results that may conflict with our territorial values or the culture we hope to create? What actions could help reduce the focus on those values?

Organizational Perspectives

The Organizational Perspectives chart provides insight into where the organization's culture is strongest and where there may be opportunities for growth. It looks at themes connected to organizational performance, employee experience, and long-term impact.

The chart groups the values into three organizational areas: Process, People, and Purpose. The top row displays the top desired culture values, while the bottom row shows the top current culture values. Comparing these rows helps identify where mission partners are looking for change, including areas where they would like to see something different, greater emphasis, or less focus.

These areas include:

Process



Finance & Effectiveness

This area reflects the organization's financial health and overall performance. It includes values connected to organizational growth, achieving goals, and serving people effectively.

Agility & Innovation

This area reflects the organization's ability to adapt, embrace change, and encourage new ideas, approaches, and ways of working.

People



Trust & Engagement

This area focuses on how well people work together, build trust, and feel a sense of ownership and empowerment in their work.

Employee Well-Being

This area shows the extent to which people feel supported, equipped, valued, and treated fairly within the organization.

Purpose



Direction & Communication

This area reflects how clearly the organization's vision and mission are understood, as well as how effectively information is communicated and shared.

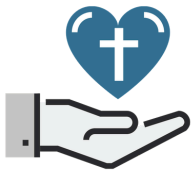
Sustainability & Society

This area looks at the organization's long-term impact and its contribution to the wider community and society.

Reflection Questions

1. There are no desired values listed under Finance & Effectiveness or Direction & Communication. Why do you think that might be?
 2. Under Agility & Innovation, there are no values in the current culture, but two appear in the desired culture. What changes or improvements do you think mission partners are hoping to see in this area?
 3. There are more values in the desired culture than in the current culture under Trust & Engagement. What shift do you think mission partners are asking for in this area?
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Territorial Values



Hope



Service



Dignity



Stewardship

Of the four territorial core values, only service appeared among the top values reflected in the current culture. Service also received fewer votes in the desired culture results, suggesting it is already well established in everyday practice.

Dignity and hope also saw slight decreases in votes, while stewardship saw a slight increase. This may indicate a growing interest in placing more focus on this territorial value moving forward.

Reflection Questions

1. What are your thoughts on how the territorial core values show up in the current culture? What everyday behaviours in your context help support each of these values?
2. Are there any values or behaviours that may be working against our territorial core values? If so, how?
3. What would a greater focus on stewardship look like in your context?

Key messages

Overall, the survey results and culture score show strong alignment of mission partners' personal values, the culture as it is experienced in the day-to-day, and the desired future. While there is clear alignment in the current culture, some challenges have also been identified. The desired culture results provide helpful insight into where improvements can be made.

Current Culture	<ul style="list-style-type: none">• There is a strong commitment to faith and a Christ-centred focus throughout the culture.• Close relationships and care for others are evident across the culture• Mission partners share a strong sense of identity, purpose, and commitment to the mission• Current alignment provides a stable and positive foundation for the organization
Challenges Identified	<ul style="list-style-type: none">• Communication can feel restricted at times and make collaboration more difficult• Bureaucracy and hierarchy can slow decision-making• Limited autonomy may reduce confidence and initiative
Desired Culture	<ul style="list-style-type: none">• Mission partners want to experience a culture where they feel trusted, supported, and equipped to contribute fully• There are calls for more open and clear communication and increased ownership and collaboration• There is a growing interest in strengthening stewardship as a territorial core value

Reflection Questions

1. How do people experience the culture in your context? Does it reflect the current culture identified in the survey results?
2. What could the desired culture identified in the survey results look like in your context?

Strategy-Based Questions

Strengthen Spiritual Health

Christ-centred and faith appear in the personal values, current culture values, and desired culture values. What could it look like to strengthen a shared spiritual understanding of our mission in your ministry context? What practical steps could help support this?



Design for People

Mission partners are calling for clearer communication, accountability, continuous improvement, and greater empowerment. How can these priorities shape leadership practices that support people well, sustain mission impact, and help navigate change effectively?



Forge Innovative Partnerships

Mission partners are looking for opportunities to deliver mission together. How could stronger information sharing, transparency, and open communication improve collaboration? In what ways could this strengthen integrated mission?



Optimize Mission Impact

Mission partners are committed to the territorial mission. Values like service and community involvement are deeply ingrained in the culture. How could a greater focus on stewardship help strengthen mission impact, improve operations, and support transformative ministry?



Next Steps

Now that you have reviewed the Territorial Values Survey Results Summary, take some time to reflect on some or all of the following questions and determine next steps for your ministry unit or department.

- What surprised you? What felt expected?
- What stood out to you the most?
- What feels most important or urgent to address?
- Do you need additional input from mission partners in your division or ministry unit?
- Are there already initiatives in place that support what mission partners are asking for in the desired culture? How can you better highlight those connections?
- Are there changes that could be made quickly to help improve the culture? What practical steps could you take?
- Are there larger changes that could strengthen the culture but may require more time and effort? What practical steps could help move those forward?
- Following this discussion, does your current local commitment or action plan still align with these insights and priorities? Are any adjustments needed?
- Continue to monitor progress over time and encourage participation in future surveys to see the impact of your efforts and identify areas for continued growth.



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